

NOAA LCDP IX - A Rising Tide Leadership Week, Puget Sound 2015

Leadership Week Agenda 13-18 September 2015, Puget Sound, WA

Sunday 9/13	Monday 9/14	Tuesday 9/15	Wednesday 9/16	Thursday 9/17	Friday 9/18
Travel Day	Themes: Innovation, Employee and Customer Engagement	Themes: Leading Change, Intergovernmental Collaboration, Environmental Stewardship	Themes: Political Savvy, Innovative Leadership and Business Practices	Themes: Getting to Know NOAA Puget Sound, Facilities Management, LCDP Legacy	Themes: Tackling Environmental Challenges, Preparing for Future Change
Travel to Seattle Flight times vary depending on individual	8:30-9:30 Starbucks Roastery and Tasting Room Reconnect with LCDP Classmates	7:00-10:30 Elwha History and Travel Charter bus to Port Angeles. Viewing of Elwha restoration documentary film .	10:00-12:30 Leadership Conversation with former U.S. Congressman Norm Dicks Discuss leadership qualities and actions necessary to achieve success as senior government leaders, using his engagement in Elwha restoration as an example. Continue discussion over lunch at Flying Fish Restaurant	8:00-9:00 Campus Governance	8:00-11:45 Taylor Shellfish (optional) Samish Bay Tour the largest aquaculture facility in the United States learning how they are using NOAA's environmental data and information to build a resilient business
	10:15-11:00 Starbucks Tour			9:30-10:45 Sand Point Campus Innovations Tour	
	11:00-12:00 Starbucks Lessons on Employee Engagement and Innovation Learn about Starbucks innovative approaches to dealing with crises, brand management, and employee and customer retention			11:00-12:00 Leadership Lessons from Puget Sound Recovery	
1:00-5:00 Arrive at Hotel Hotel Deca	12:00-1:00 Lunch (Starbucks Cafeteria) and transit	10:30-4:00 Elwha Restoration Tour and Tribal Engagement Tour of Elwha restoration and conversations with Tribal representatives and NPS and NOAA staff Box Lunches	1:00-5:00 Leading the Amazon Way Learn about Amazon's leadership principles and culture	12:00-1:00 LCDP Legacy Lunch Box Lunches	11:45-1:00 Lunch with Taylor Shellfish (optional)
2:30-5:30 Improvisational Leadership (optional) Learning to inspire our staff and think on our feet	1:30-4:30 Seattle NOAA Leadership Team Roundtable Intro to Region, Organizational Excellence			1:30-4:30 Group Visits with NOAA Programs Interact in small groups with the diverse NOAA labs, centers and programs in the region	3:30-5:00 Ron Brown Tour (optional) See NOAA's biggest ship firsthand and learn about leadership at sea
6:00-8:00 Reconnecting over Dinner (optional) Wild Ginger 1401 3rd Ave, Seattle, WA 98101	5:00-10:00 Networking and Dinner (optional) Locations TBD on the ground			5:00-8:00 Networking and Dinner with Local NOAA Staff (optional) Location University Village	Travel Home Bon Voyage! Flight times varying depending on individual
		5:00-6:00 Dinner in Port Angeles Gordy's Pizza	5:45-9:00 LCDP IX and Alumni Networking Dinner (optional) 8 Bells		
		6:00-8:45 Return Charter Bus Travel to Seattle			

ADDITIONAL LOGISTICS

PARTICIPATION IN OPTIONAL ACTIVITIES

The following people committed to participating in the optional activities that required advance 'registration':

- Jet City Improv Training
 - Jennifer, Mike, Sami, Sean, Liz, Ryan, David, Keith, Felipe, Kathleen, Jeff W., Craig, Amanda, Justyna, DaNa
- Taylor Shellfish Tour and Lunch
 - Frank, Mike (tour only), Chad, Sean, Liz, David, Keith, Martin, Felipe, Craig, Amanda, Justyna, DaNa
- Ron Brown Tour
 - Chad (maybe), Sean, Liz, David, Keith, Craig, Amanda (maybe), Justyna, DaNa

HOTEL DECA

The Hotel Deca in the University District providing us easy access to downtown Seattle and NOAA's Sand Point Campus where most of our engagements will take place. The hotel has a dining lounge, a coffee shop, and a fitness center. Parking and WiFi are included in our room rate.

Address: 4507 Brooklyn Ave NE, Seattle, WA 98105

Phone: 206.634.2000

TRANSPORTATION

We will have three large vans and a small car for transportation during the week, with the exception of Tuesday when we will all be together on a single bus for our trip to Elwha on the Olympic Peninsula. DaNa, Sean, and Amanda will be renting the vans and Marc will have a small rental car. Frank, Jennifer, Mike, and Brendan have volunteered to also serve as drivers. All Federal employees should be able to drive the rental vehicles.

As much as possible, we will use the rental vans for transport to and from the airport, but given the variety of flight times, we will also need to use other forms of transportation. The following options are available to those whose flights do not correspond with the timing of picking up rentals:

- Taxis at the airport
- Shuttle Express
 - \$19.00 per person with service twice an hour from SeaTac Airport to the Hotel Deca
 - <http://shuttleexpress.com/seattle/airport/scheduled-hotel-service-to-seatac/>
- Hotel Deca Town Car Service

- The service cost is \$50 flat up to two people each way (tax/gratuity included) or \$65.00 each way (tax/gratuity included) for up to 5 passengers.
- To secure a personal town car to pick you up outside your baggage claim, please call 206-634-2000, or email Enjolia at efant@hoteldeca.com. You will need to provide your flight information and a cell phone number for the driver to call you upon arrival.

Based on arrival times, we propose the following for travel from the airport to the hotel. If we have not assigned you to a group with a van, please work together to identify your preferred mode of transport taking into account cost and timing.

- DaNa will pick up a rental van on Saturday and provide Frank with a ride to the hotel.
- Mike will figure out his own transport.
- Ryan will figure out his own transport. He could join the group arriving at 10:25a.
- Justyna, Liz, Sami, Kathleen, and David will travel together and figure out their own transport.
- Amanda will pick up a rental van and provide Jeff W. and Keith a ride to the hotel.
- Sean will pick up a rental van and provide Jeff K. a ride to the hotel.
- Felipe will figure out his own transport. He may be able to join Sean and Jeff K.
- Tracy, Genene, and Martine will travel together and figure out their own transport.
- Brendan will figure out his own transport.
- Chad will figure out his own transport.
- Matt will figure out his own transport.

Based on departure time, we propose the following for travel from the hotel to the airport. As of now, the plan is to return all rental vans on Saturday, but we may end up returning one or two on Friday to assist with transport to the airport.

- Jeff K. will figure out his own transport.
- Jeff W., Genene, Devin, and Brendan will travel together and figure out their own transport.
- Jennifer, Sami, Kathleen, Tracy, and Ryan will travel together and figure out their own transport.
- Felipe will figure out his own transport.
- Martin will figure out his own transport.
- DaNa will return a rental van and provide David a ride to the airport.
- Justyna and Liz will travel together and figure out their own transport.
- Keith will figure out his own transport.
- Sean, Mike, Frank, Chad, and Amanda will figure out their own transport as they are staying past Saturday.
- Matt will figure out his own transport.

BRIEFING MEMOS

Sunday, September 13, 2015

IMPROVISATIONAL LEADERSHIP

DATE: SUNDAY, SEPTEMBER 13, 2015
TIME: 2:30-5:30 PM PACIFIC, depart from hotel at 2:00 PM PACIFIC
LOCATION: 7600 Sand Point Way NE, Seattle, WA 98115, Conference Room 9
TEAM LEAD: Amanda McCarty, 320.345.1122

DISCUSSION AND LEARNING THEMES:

Communication, Team Building, Creativity, Improvisation, Story Telling, Emotional Intelligence

SUMMARY:

Jet City Improv instructor, Andrew McMasters, will lead participants through a series of exercises to help them gain insight into how the lessons and tools of Improv can help one be a better listener, communicator, and leader. Key issues covered include: making your work meaningful and significant, choosing your attitude, accepting and building offers with “yes, and”, reframing everything into an offer, telling your story, and not letting others choose your story or status.

IMPORTANT INFORMATION:

- This is an optional activity that is not included in the formal schedule and will be paid for on site using personal funds.
- Bring: NOAA ID, commitment to participation, water, snacks, \$45 for the instructor in the form of cash, check, or credit card (preferred).
- Attire is casual and comfortable. We will be up and moving around during the training.

PARTICIPANTS:

- Andrew McMasters is an international leader in coaching, training and consulting in the areas of communication, team building, leadership, executive presence and cultural change using the technique of applied improvisation. He is also the founder and Artistic Director of Jet City Improv, where he manages a company of over 40 actors and uses the skills of improvisation to innovate new performance techniques, presentations and formats.
- LCDP classmates: Jennifer, Mike, Sami, Sean, Liz, Ryan, David, Keith, Felipe, Kathleen, Jeff W., Craig, Amanda, Justyna, DaNa.

DETAILED AGENDA:

2:00 Meet at Hotel Lobby
2:05-2:15 Travel to Sand Point (7600 Sand Point Way NE, Seattle, WA 98115)
2:15-2:25 Clear NOAA Sand Point Security
2:30-5:30 Jet City Improv Training

RELEVANT READING:

- Want to be More Creative? Think on Your Feet: <http://www.inc.com/magazine/201404/adam-bluestein/companies-use-improv-to-boost-creativity.html>
- When the Art of the Deal Includes Improv Training: <http://www.npr.org/2012/12/05/166484466/it-s-improv-night-at-business-school>
- Leadership Agility: Using Improv to Build Critical Skills: <http://www.kenan-flagler.unc.edu/~media/Files/documents/executive-development/leadership-agility-using-improv.pdf>

Monday, September 14, 2015

STARBUCKS: LESSONS ON EMPLOYEE AND CUSTOMER ENGAGEMENT

DATE: MONDAY, SEPTEMBER 14, 2015
TIME: 8:30-12:30 PM PACIFIC, depart from hotel at 8:00 AM PACIFIC
LOCATION: Starbucks Roastery and Tasting Room, 1124 Pike Street, Seattle, WA
Starbucks Headquarters, 2401 Utah Avenue South, Seattle, WA
TEAM LEAD: Chad Cary, 503.358.7098

DISCUSSION AND LEARNING THEMES:

Leadership, resilience, organizational excellence, crisis management, and hiring-training-retain good people

SUMMARY:

We will begin the day with a trip to Starbucks Roastery and Tasting Room, a unique venue Starbucks uses to engage customers in the coffee experience. We will then travel to Starbucks Headquarters where we will get a tour of their building and speak with Starbucks leadership to learn about their innovative approaches to dealing with crises, resiliency, and employee and customer retention. Our discussion will focus on the following questions:

- What makes Starbucks a good place to work?
- How does Starbucks recruit and foster talent?
- How does Starbucks encourage innovation and manage change?
- How do you 'lead up' within Starbucks?
- As former Federal employees, how did you adapt your leadership approach as you moved to the private sector?
- Specifically, what sort of business acumen skills did they need to build when shifting to the private sector?

IMPORTANT INFORMATION:

- Attire is Business Casual.
- Bring: enthusiastic questions, commitment to participation, water.
- We will eat lunch in the Starbucks cafeteria after our learning session.

PARTICIPANTS:

- Colin Bowser is the Business Continuity Manager at Starbucks. His team is responsible for developing plans, policies, and methods for crisis management and business continuity for all business lines for Starbucks Coffee Company in Seattle, WA.

Colin is a graduate of the United States Naval Academy and was an Active Duty Naval Officer for over 20 years. He joined the ranks at Starbucks in 2014. Additional members from his team will join the event to offer perspective on leadership, resilience, organizational excellence, crisis management, and hiring-training-retain good people.

DETAILED AGENDA:

- 8:00 Muster in Deca Hotel Lobby
- 8:00-8:30 Travel from Deca to Starbucks Roastery and Tasting Room
- 8:30-9:30 Reconnect with classmates and explore innovative customer engagement approach used at the Starbucks Roastery and Tasting Room
- 9:30-10:00 Travel to Starbucks Headquarters
- 10:15-11:00 Tour of Starbucks
- 11:00-12:00 Meet with Colin Bowser, Business Continuity Manager at Starbucks and his team responsible for developing plans, policies, and methods for crisis management and business continuity for all business lines for Starbucks Coffee Company in Seattle, WA.
- 12:00-12:30 Lunch in Starbucks Cafeteria
- 12:30-13:00 Travel from Starbucks to Sand Point for Leadership Roundtable

RELEVANT READING:

- <https://news.starbucks.com/news/starbucks-and-howard-schultz-recognized-for-leadership>
- Howard Schultz has written two notable books:
 - Leading the Starbucks Way: 5 Principles for Connecting with Your Customers, Your Products and Your People
 - Pour Your Heart into It: How Starbucks Built a Company One Cup at a Time

NOAA LEADERSHIP ROUNDTABLE

DATE: MONDAY, SEPTEMBER 14, 2015
TIME: 1:30-4:30 PM PACIFIC
LOCATION: 7600 Sand Point Way NE, Seattle, WA 98115
TEAM LEAD: Brendan Bray 240.688.1368

DISCUSSION AND LEARNING THEMES:

Employee Engagement, Organizational Excellence, Leadership Development

SUMMARY:

The purpose of the roundtable session is to engage with NOAA's Seattle-based leadership in a strategic conversation on critical topics related to organizational excellence in our agency, including workforce development and retention. Participants will be asked to share their field perspectives on key issues facing NOAA's leaders and to identify opportunities and challenges in addressing them. This is an opportunity for Seattle managers and A Rising Tide to discuss the future of NOAA's leadership development activities, including elevating awareness and promoting participation in programs like LCDP across NOAA's geographically distributed workforce.

There will be six breakout groups focusing on the following themes:

- Group 1: improving employee engagement
- Group 2: improving employee performance
- Group 3: improving employee retainment/recruitment/attraction
- Group 4: improving leadership development opportunities
- Group 5: creating a more diverse workforce
- Group 6: creating a more inclusive culture

This will be followed by a round table discussion focused on the following questions;

- What are the most pressing challenges and opportunities facing NOAA leadership in the field?
- How are Seattle managers and staff addressing FEVS results?
- How are you addressing succession planning, and is the agency doing enough to prepare?
- How can we recruit more field participants to apply for the LCDP?
- How can NOAA attract and retain top-level talent and build/maintain strong leadership in the future?
- Are there ways to create leadership opportunities beyond traditional GS-15 / SES promotion chain?
- Can we think creatively about developing leaders without the high level promotion potential equivalent to DC beltway?

IMPORTANT INFORMATION:

- Attire is Business Casual.
- Bring: NOAA ID, enthusiastic questions, commitment to participation, water.

PARTICIPANTS:

- Confirmed: Benjamin Evans, Chris Sabine, Crescent Moegling, Donna Warren, Doug Helton, Jim Guyton, Lynne Barre, Michele Jacobi, Ron Felthoven, Scott Hecht, Timi Vann, Todd Bridgeman, Will Stelle
- Pending Confirmation: Angela Hunter, Barry Thom, Cheryl Wieser, Elizabeth Babcock, Eric Kasahara, Eric Staiger, Jennifer Steger, Kevin Werner, Logan Johnson, Mark Dix, Mark Strom, Michelle Kouis, Steve Ignell, Ted Buehner, Vasco Espinoza, William Giles

DETAILED AGENDA

- 1:30-1:45 Welcome and Overview (LCDP Organizers)
- 1:45-2:00 Overview of NOAA LCDP Program - Purpose, History and Future Direction (Tracy Levstik)
- 2:00-2:10 Introduction to Discussion Topics and Breakout Group Assignments
- 2:15-3:15 Small Group Breakout and Rotating Discussion Stations
- 3:15-3:30 *Break* (if needed)
- 3:30-3:55 Round Table Discussion
 - Summarize Stations / Key Take-Aways
 - Discuss the “Sense of the Meeting”
 - What are some short and medium term actions we can take that draw on today’s conversations?
- 3:55-4:00 Thank you and close out
- 4:00-4:30 Travel to Networking Happy Hour or Hotel Deca, Seattle

RELEVANT READING:

- None.

Tuesday, September 15, 2015

ELWHA: A STORY OF COLLABORATIVE AND INNOVATIVE CHANGE

DATE: TUESDAY, SEPTEMBER 15, 2015
TIME: 6:50 AM - 8:45 PM PACIFIC
LOCATION: Olympic National Park, Port Angeles, WA 98362
TEAM LEAD: Mike Murray, 805.448.9971

DISCUSSION AND LEARNING THEMES:

Innovation, Partnership, Managing Change

SUMMARY:

Our day at Elwha will provide us the opportunity to:

- Learn lessons in leadership from stories of what's been accomplished on the Elwha River, and challenges still to come;
- See and learn about some of the restoration and monitoring field work that is happening at the Elwha (including NOAA involvement/investment); and
- Appreciate the Lower Elwha Klallam tribal perspective on Elwha River restoration, and seek advice on federal agency/tribal interactions and consultation.

IMPORTANT INFORMATION:

- Attire is field wear - casual layers of comfortable clothing suitable for outdoors. Be prepared for anything from rain and cool wind to warm sun. You will want sturdy, comfortable close-toed shoes appropriate for hiking (about 3 hours of walking, with many breaks).
- Bring: small backpack or other bag (to carry your lunch, extra clothes, etc); sturdy, comfortable close-toed shoes appropriate for hiking; hat; full water bottle; any medications needed or potentially needed; camera (optional) for photos, small notebook and something to write with; cash or credit card for ONP gift shop, drinks with dinner etc.
- We will have a first aid kit, sunscreen, and bug spray for communal use, but bring your own if you are picky.
- There will be limited access to bathrooms at several points throughout the day, but the bus is equipped with a small lavatory.
- You have the following options for breakfast:
 - At 6:30 am get food from the Hotel Deca (eat-in quickly or take out); or
 - Get food on the Ferry crossing from 0755-0825.

- Each participant will order lunch online in advance from Specialty's: <http://www.specialtys.com/Products.aspx?MenuId=203>. You will receive an email from Specialty's providing a link to place your order. Lunch will be delivered to the hotel in the morning and loaded onto the bus.
- We will be purchasing communal snacks and drinks from Costco. Feel free to bring something for yourself (no alcohol) as well. There will be a cooler on the bus.
- We will stop for dinner at 5:00 pm in Port Angeles, WA at [Gordy's Pizza](#) (1123 E. First St, Port Angeles WA 98362; 360-457-5056). Our food will be ordered in advance and ready when we arrive: a variety of pizzas, salad, garlic bread, and self-serve soft drink. Alcoholic beverages can be ordered and should be paid for separately at the restaurant -- please have your tab paid before we need to depart at 6:00 pm sharp.

PARTICIPANTS:

- Barb Maynes, Public Affairs Officer, Olympic National Park
- Andy Ritchie, Geomorphologist and Elwha Project Hydrologist, Olympic National Park
- Polly Hicks, Restoration Ecologist, NOAA Restoration Center, Seattle WA
- George Pess, Acting Watershed Program Manager, NOAA Northwest Fisheries Science Center, Seattle WA
- George Galasso, Deputy Superintendent, NOAA Olympic Coast National Marine Sanctuary
- Bob Steelquist, NOAA (retired), formerly with Office of National Marine Sanctuaries/Olympic Coast National Marine Sanctuary
- Robert Elofson, River Restoration Director, Lower Elwha Klallam Tribe
- Mike McHenry, Fisheries Habitat Biologist/Manager, Natural Resources Department, Lower Elwha Klallam Tribe

DETAILED AGENDA

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|-------------|---|
| 6:30 | Hotel restaurant opens. Grab some breakfast and coffee to eat quickly, or to-go, or else wait until we are on the ferry at 0755. |
| 6:50 | Meet to load up on bus at Hotel Deca. Do not be late! |
| 7:00-7:20 | Bus ride to Edmonds to catch ferry to Olympic Peninsula. |
| 7:55-8:25 | Ferry ride. Disembark bus, enjoy views, get some food/coffee, and take a bathroom break, but be sure to be back on bus before arrival at ferry terminal! |
| 8:35-10:15 | Bus ride from Kingston to Port Angeles. Using bus DVD player system, watch 71-minute documentary film "Return of the River" (2014, Directed by John Gussman and Jessica Plumb). |
| 10:15-10:30 | Quick stop in Port Angeles to pick up and introduce Polly Hicks, an ecologist with NOAA's Restoration Center. |
| 10:30-10:45 | Arrive at the Lower Elwha Klallam Tribal Center; site #1 on this map: http://www.nps.gov/olym/learn/nature/upload/Elwha-River-Restoration-Brochure-2013_Final.pdf). Restroom |

break. We will be greeted by Robert Elofson (River Restoration Director), and Mike McHenry (Fisheries Habitat Biologist/Manager), both from the Lower Elwha Klallam Tribe. They will welcome us and give an introduction to the tour and river restoration from the tribe's perspective. Also invited and to be introduced: George Galasso (Deputy Superintendent, Olympic Coast National Marine Sanctuary), and Robert Steelquist (recently retired from NOAA, formerly with Olympic Coast National Marine Sanctuary).

- 10:45-12:30 Walk along Elwha rivermouth and estuary area to view dynamics of sediment transportation and learn about restoration activities from Robert Elofson, Mike McHenry, Andy Ritchie, and Polly Hicks (NOAA Restoration Center). Conversation topics to include tribal interest and leadership in Elwha River restoration, and broader discussions about consultation and partnership between tribes and federal government.
- 12:30-12:45 Reboard bus and transit to Former Elwha Dam View & Access site (Site # 5 on this map: http://www.nps.gov/olym/learn/nature/upload/Elwha-River-Restoration-Brochure-2013_Final.pdf).
- 12:45-13:45 Meet Barb Maynes, Olympic National Park Public Affairs Officer, and Andy Ritchie (Olympic National Park Elwha Restoration Project Hydrologist). Short walk (15-20 min) on downsloping road to viewpoint of former Elwha Dam site. Hear from and talk with Barb Maynes about the overall dam removal project, and changes over time in community views and perspectives, and Andy Ritchie. Note: You can bring your bag lunch with you and eat as you like, but there will not be a place to sit down all together and eat. There will be Porta potty access near the bus parking spot.
- 13:45-14:00 Reboard bus, transit to and stop at Elwha River Viewpoint (Site #8 on this map: http://www.nps.gov/olym/learn/nature/upload/Elwha-River-Restoration-Brochure-2013_Final.pdf). Enjoy a quick opportunity to get a good view of the river just upstream from the former Elwha Dam site.
- 14:00-14:15 Reboard bus and transit to Former Lake Aldwell Access point (Site #6 on this map: http://www.nps.gov/olym/learn/nature/upload/Elwha-River-Restoration-Brochure-2013_Final.pdf). Meet with George Pess, Acting Watershed Program Manager, NOAA Northwest Fisheries Science Center.
- 14:15-16:00 Group walks for approx. 30 minutes to get into former reservoir/lake bed. Hear from and talk with George Pess, Polly Hicks (NMFS, habitat restoration), and Andy Ritchie (Olympic National Park). Approximately 30 min. walk back to bus. No restrooms or porta potty facilities in this area.
- 16:00-16:15 Bus transit to Port Angeles.
- 16:15-16:45 Tour the Olympic National Park Visitor Center. Stretch break, restrooms, gift shop available.
- 17:00-18:00 Dinner stop at Gordy's Pizza in Port Angeles.
- 18:00-19:30 Approx. 1 hour 20 min. bus ride back to catch the 7:45 pm ferry.
- 19:45-20:15 Half hour ferry crossing.
- 20:15-20:45 Bus ride to Hotel Deca, Seattle.

RELEVANT READING:

- History of the Elwha - Overview by Olympic National Park:
 - <http://www.nps.gov/olym/learn/historyculture/history-of-the-elwha-overview.htm>
 - <http://www.nps.gov/olym/learn/historyculture/history-of-the-elwha-overview.htm>
 - <http://www.nps.gov/olym/learn/historyculture/history-of-the-elwha-overview.htm>
- Overview of Elwha River Restoration:
 - <http://www.nps.gov/olym/learn/nature/elwha-ecosystem-restoration.htm><http://www.nps.gov/olym/learn/nature/elwha-ecosystem-restoration.htm>
 - <http://www.nps.gov/olym/learn/nature/elwha-ecosystem-restoration.htm>
- Webisodes on Elwha Restoration (optional given that we are going to watch a documentary film on the bus):
 - <http://www.nps.gov/olym/learn/nature/restorationoftheelwha.htm><http://www.nps.gov/olym/learn/nature/restorationoftheelwha.htm>
 - <http://www.nps.gov/olym/learn/nature/restorationoftheelwha.htm>
- Maps of Olympic National Park and Elwha Valley/River Area (for those of you that like to see where we're going on a map):
 - http://www.nps.gov/olym/learn/nature/upload/Elwha-River-Restoration-Brochure-2013_Final.pdfhttp://www.nps.gov/olym/learn/nature/upload/Elwha-River-Restoration-Brochure-2013_Final.pdf
 - <http://www.nps.gov/olym/planyourvisit/loader.cfm?csModule=security/getfile&PageID=176476>
- About the Lower Elwha Klallam Tribe:
 - <http://www.elwha.org/cultureandhistory.html>
 - <http://www.elwha.org/cultureandhistory/historicaltimeline.html>
- NOAA Procedures for Government-to-Government Consultation With Federally Recognized Indian Tribes and Alaska Native Corporations (please read the first four pages - Introduction and Background):
 - [http://www.corporateservices.noaa.gov/ames/administrative_orders/chapter_218/NOAA%20Tribal%20Consultation%20Handbook%2011.12.2013%20Final%20\(1\).pdf](http://www.corporateservices.noaa.gov/ames/administrative_orders/chapter_218/NOAA%20Tribal%20Consultation%20Handbook%2011.12.2013%20Final%20(1).pdf)

Wednesday, September 16, 2015

LEADERSHIP CONVERSATION WITH NORM DICKS

DATE: WEDNESDAY, SEPTEMBER 16, 2015
TIME: 10:00 AM-12:30 PM PACIFIC, depart hotel at 9:30 AM PACIFIC
LOCATION: Flying Fish Restaurant (300 Westlake Ave N, Seattle, WA 98109)
TEAM LEAD: Mike Murray, 805.448.9971

DISCUSSION AND LEARNING THEMES:

Innovation, Partnership, Managing Change

SUMMARY:

Norm Dicks will provide insights into leadership from the perspective of a former Congressman. He will discuss the role he played in bringing down dams on the Elwha River and supporting restoration of its watershed, and his views on the type of leadership qualities and actions necessary to achieve success at Elwha. He will also provide advice for aspiring leaders committed to federal service and suggestions for successful interactions between NOAA and Congress. He will address the following questions:

- What were the important roles you (Norm Dicks) played in making it possible for the Elwha dams to be removed, and what leadership strengths and challenges were involved?
- What has the Elwha dam removal experience taught you about leading change?
- What has the Elwha experience, or other experiences, taught you about working with tribes that would be important for federal agencies to understand?
- What advice do you have for us with regard to succeeding in the federal appropriations process?

There will be time for additional questions and answers from our class.

IMPORTANT INFORMATION:

- Attire is Business Casual.
- Bring: questions, a small notebook, and something to write with.
- Lunch will be \$59/person. This covers the cost of food, beverage, tax, and tip at a very nice restaurant. This will be collected as part of group costs at the beginning of the week.

PARTICIPANTS:

- Norm Dicks: Mr. Dicks was the U.S. Representative for Washington's 6th congressional district, serving between 1977 and 2013. He is a member of the Democratic Party. His district was located in the northwestern corner of the state, and includes most of Tacoma. Mr. Dicks served on the House Appropriations Committee for all 36 of his years in Congress, serving many roles, including Chair the Interior and Defense Appropriations Subcommittees. Norman Dicks retired at the end of the 112th Congress. He currently serves as Senior Policy Advisor at the law and public policy firm Van Ness Feldman LLP.

DETAILED AGENDA

- 9:30 Depart from Hotel Deca for Flying Fish Restaurant.
- 10:00-10:15 Introductions, including quick around-the-room of LCDP class members.
- 10:15-11:45 Question and answer session with Norm Dicks.
- 11:45-12:30 Lunch. Conversation continues, but more informally.
- 12:30 Depart for Amazon

RELEVANT READING:

- <http://www.washington.edu/alumni/columns-magazine/june-2015/features/dicks/>
- Norm Dicks: <http://www.washington.edu/alumni/columns-magazine/june-2015/features/dicks/>
- <http://www.nbr.org/about/team.aspx?id=f313c22a-7fef-4580-a5b2-e9ba7ccb6349>

LEADING THE AMAZON WAY

DATE: WEDNESDAY, SEPTEMBER 16, 2015
TIME: 1:00-5:00 PM PACIFIC
LOCATION: Amazon Day 1 South Building (410 Terry Ave. N. Seattle, WA 98109)
TEAM LEAD: David Diamond, 202.604.3852

DISCUSSION AND LEARNING THEMES:

Innovation, Organizational Excellence

SUMMARY:

Amazon.com started as an online bookstore, but soon diversified, selling DVDs, Blu-rays, CDs, video downloads/streaming, MP3 downloads/streaming, software, video games, electronics, apparel, furniture, food, toys and jewelry. The company also produces consumer electronics—notably, Amazon Kindle e-book readers, Fire tablets, Fire TV and Fire Phone—and is the world's largest provider of cloud infrastructure services. In 2015 Amazon surpassed Walmart as the most valuable retailer in the United States by market capitalization. As the company has grown exponentially over the years they sought to maintain a consistent culture of innovation through application of its leadership principles to all facets of their operations.

IMPORTANT INFORMATION:

- Bring:
 - Wallet with photo identification.
 - Your curiosity about industry leading private sector practices, and your insights about how they may apply to our public sector workplace.
 - Your thoughts about “branding” the experience of working for an organization (are there unifying NOAA principles?).
- Amazon is dot.com casual, slacks/jeans/shirts.

PARTICIPANTS:

Dave Niekerk, Culture and Employee Engagement Leader for World Wide Operations and Customer Service. Niekerk joined Amazon in May 1999 and previously served as the Vice President of Human Resources for Amazon World Wide Operations and Customer Service for 12 years. He has also held the positions of Director of Human Resources, Director of Strategic Growth and Director of Employee Relations. Before joining Amazon, Niekerk served as a Director of Human Resources at AlliedSignal Aerospace, leading global HR support for business units generating \$2.5 billion in annual sales. He was also the HR leader for mergers and acquisitions and the European Aerospace Equipment Systems business. Before joining AlliedSignal Aerospace, Niekerk

held multiple senior HR positions at Mobil Oil and PepsiCo. Niekerk is a U.S. Army veteran having served 10.5 years in diverse domestic and international assignments, achieving the rank Niekerk holds master's degrees in international relations from Boston University and systems management from the University of Southern California. He earned a Bachelor of Science degree in engineering studies from the U.S. Military Academy at West Point.

Stephen Brozovich Senior Manager, Technical Program Manager, Amazon Culture Program. Brozovich is the Senior Manager, TPM for the Amazon Culture program, charged with making sure Amazon is still the most inventive, customer-obsessed company on the planet 10 years from now. He started his career at Amazon in 1999 as a web developer back in the day when there was a Production department for the entire web site. Some early Amazon memories include automating portions of the gateway, creating the image viewer tool, and wandering the near-empty halls of PacMed as a CS elf while everyone else was packing boxes. Since then he's been a Dev Manager, Ops Manager, and Principal TPM. Most recently he was the group program manager for the Website Application Platform team where he managed cross-functional TPMs, product managers, QA, and Database Automation. Stephen lives in Kent, WA with his wife, Cheryl, and three kids - Evan (16), Ariana (12), and Andrew (10). When not working or hanging out with his family, Stephen enjoys singing classical choral music with Opus 7 (www.opus7.org) and building electric bass guitars (www.brozovich.guitars). Stephen got his B.A. in vocal performance from Biola University, where he learned how to sing French art songs with a Mexican accent.

Rachel D'Angelo, Manager, Learning & Talent Dev, Ops HR-Learning & Leadership

Michael Wakefield, Principal, Tech Leadership Development, AWS HR

DETAILED AGENDA:

- | | |
|-------------|--|
| 12:30-12:45 | Transit from Norm Dicks event. |
| 12:45-1:00 | Arrive at Amazon complex. Pass through security by showing badges at front desk, escorted into the Amazon Executive Briefing Center. |
| 1:00 - 1:15 | Welcome and outline of the agenda for the day |
| 1:15 - 1:25 | David Diamond from NOAA to describe their challenges and how the Amazon Leadership Principles are relevant |
| 1:25 – 2:00 | Introduction to Amazon and our Peculiar ways: Dave Niekerk |
| 2:00 – 2:15 | Break |
| 2:15 – 3:00 | The Amazon Leadership Principles and innovation at Amazon: Stephen Brozovich |
| 3:00 – 3:30 | How Amazon orients new leaders in Operations: Rachel D' Angelo |
| 3:30 – 4:00 | How Amazon orients new leaders in AWS Data Centers: Michael Wakefield |
| 4:00 – 5:00 | Amazon Campus tour: Dave Niekerk |

RELEVANT READING:

- NY Times (8/16/15) “Inside Amazon: Wrestling Big Ideas in a Bruising Workplace”: http://www.nytimes.com/2015/08/16/technology/inside-amazon-wrestling-big-ideas-in-a-bruising-workplace.html?_r=0
- Jeff Bezos Message to Employees (8/17/15): <http://www.nytimes.com/2015/08/18/business/amazon-chiefs-message-to-employees.html>
- Amazon’s Leadership Principles: <http://www.amazon.jobs/principles>:
 - **Customer Obsession:** Leaders start with the customer and work backwards. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they *obsess* over customers.
 - **Ownership:** Leaders are owners. They think long term and don’t sacrifice long-term value for short-term results. They act on behalf of the entire company, beyond just their own team. They never say “that’s not my job.”
 - **Invent and Simplify:** Leaders expect and require innovation and invention from their teams and always find ways to simplify. They are externally aware, look for new ideas from everywhere, and are not limited by “not invented here.” As we do new things, we accept that we may be misunderstood for long periods of time.
 - **Are Right, A Lot:** Leaders are right a lot. They have strong business judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs.
 - **Hire and Develop the Best:** Leaders raise the performance bar with every hire and promotion. They recognize exceptional talent and willingly move them throughout the organization. Leaders develop leaders and take seriously their role in coaching others. We work on behalf of our people to invent mechanisms for development like Career Choice.
 - **Insist on the Highest Standards:** Leaders have relentlessly high standards — many people may think these standards are unreasonably high. Leaders are continually raising the bar and driving their teams to deliver high quality products, services, and processes. Leaders ensure that defects do not get sent down the line and that problems are fixed so they stay fixed.
 - **Think Big:** Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results. They think differently and look around corners for ways to serve customers.
Bias for Action: Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking.
 - **Frugality:** Accomplish more with less. Constraints breed resourcefulness, self-sufficiency and invention. There are no extra points for growing headcount, budget size, or fixed expense.
 - **Learn and Be Curious:** Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.
 - **Earn Trust:** Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing. Leaders do not believe their or their team's body odor smells of perfume. They benchmark themselves and their teams against the best.
 - **Dive Deep:** Leaders operate at all levels, stay connected to the details, audit frequently, and are skeptical when metrics and anecdote differ. No task is beneath them.
 - **Have Backbone; Disagree and Commit:** Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. Leaders have conviction and are tenacious. They do not compromise for the sake of social cohesion. Once a decision is determined, they commit wholly.
 - **Deliver Results:** Leaders focus on the key inputs for their business and deliver them with the right quality and in a timely fashion. Despite setbacks, they rise to the occasion and never settle.

LCDP IX AND ALUMNI NETWORKING EVENT

DATE: WEDNESDAY, SEPTEMBER 16, 2015
TIME: 5:45-9:00 PM PACIFIC, depart from Amazon at 5:00 PM
LOCATION: 6213-B Roosevelt Way NE Seattle, WA 98115
TEAM LEAD: Liz Kretovic, 774.242.4006 and Ryan Wulff, 916.307.9052

DISCUSSION AND LEARNING THEMES: Community Building

SUMMARY: LCDP Alumni from the Seattle area will join our class for a networking event.

IMPORTANT INFORMATION:

- This is an optional activity that is not included in the formal schedule and will be paid for using personal funds.
- Bring: Smiles, positive attitude, wallet with identification and personal money to pay for dinner and any wine you ordered in advance or would like to order that night. (8Bells ships to most states)
- Attire is casual and comfortable.

PARTICIPANTS:

Eight Bells Winery is jointly owned and operated by Tim Bates, Andy Shepherd and Frank Michiels. Tim began making wine in his basement in 1980 with grapes from Sagemoor Farms. In 1996 Andy joined Tim and with a mutual friend from the Boeing Wine Club, they suddenly had access to many of the best vineyards in Washington and Oregon. To their friends and the local winemaking community they were known as the NOAA Shellback Vintners – Shellback being a sailor that has crossed the equator on the ship. In 2006 Frank came to watch the crush and ended up taking home 100 lbs of grapes to ferment in his kitchen. The triumvirate was born and they moved from our garages to a commercial space in the fall of 2009. In addition to their practical experience, Tim and Andy completed the WSU viticulture extension program in 2008. Andy and Frank completed the WSU enology extension program in 2010 and 2011. Tim still works for NOAA studying the chemical and physical processes controlling Earth's climate.

DETAILED AGENDA:

17:45-18:30 Dinner is on your own. There is a Whole Foods and a pizza place nearby. (1.5 blocks away)
18:00-21:00 Wine tasting and networking.

RELEVANT READING:

- None.

Thursday, September 17, 2015

NOAA DAY

DATE: THURSDAY, SEPTEMBER 17, 2015
TIME: 8:00AM-8:00PM PACIFIC, depart from hotel at 7:30 AM
LOCATION: 7600 Sand Point Way NE, Seattle, WA 98115
TEAM LEAD: Craig Russell, 206.518.1068

DISCUSSION AND LEARNING THEMES:

Getting to know NOAA Puget Sound, Leading Change, Site Management, LCDP Legacy

SUMMARY:

Today is our chance to get to know NOAA Seattle and explore the week's themes and key questions further with the region's major program directors and staff. We will leverage our insights from earlier in the week to engage with leaders spearheading campus and regional change initiatives. We will also meet in small groups with program directors to dive deeper into our themes and questions for the week while also learning more about their unique leadership philosophies and challenges. Our legacy engagements include inviting prospective LCDP or future leaders from Seattle-based programs to join us for a LCDP overview and Q&A brownbag lunch. Brown bag participants are also invited to join the afternoon program interactions.

IMPORTANT INFORMATION:

- Bring: NOAA ID, comfortable shoes for walking on and off campus trails, light coat/shell with hood or hat if raining, umbrella if desired, notebook, lunch money.
- We will pre-order box lunches on Tuesday.
- Attire is business casual.
- Also bring your unanswered questions, interest in "leading from the field", and an enthusiasm for engaging prospective NOAA leaders.

PARTICIPANTS:

- Vasco Espinoza, WRC Site Manager, Office of the Chief Administrative Officer
- Jennifer Steger, Director of Restoration Center, NMFS West Coast Region
- Michael Grady, NMFS West Coast Region

- Logan Johnson, MIC, Weather Forecast Office Seattle (NWS/WFO)
- Chris Sabine, Director, Pacific Marine Environmental Lab (OAR/PMEL)
- Steve Ignell, Deputy Director, Alaska Fisheries Science Center (NMFS/AFSC)
- Mark Dix, Deputy Chief, Office of Response and Restoration (ORR)
- CDR Ben Evans, Chief, Pacific Hydrographic Branch (NOS/OCS/PHB)
- Donna Warren, Director, Western Acquisitions Division (AGO/WAD)
- Mark Strom, Deputy Director, Northwest Fisheries Science Center (NMFS/NWFSC)
- Eric Staiger, NW Region Chief, Seafood Inspection Program (NMFS SIP)
- Other program deputies and prospective leaders

DETAILED AGENDA:

- 7:30 Vans depart Hotel Deca for NOAA WRC Sand Point Campus, Building 9
- 8:00 **Campus Governance:** Meet with WRC Site Manager and a Campus Management Board Member to discuss efforts to develop a new campus governance and cost-model for the WRC and the leadership challenges faced.
- 9:00-9:30 *Break (Building 9)*
- 9:30-10:45 **Sand Point Campus Innovations Tour** with Michael Graddy. Discuss campus shoreline enhancements; stormwater runoff alternatives; green energy; and shoreline restoration models.
- 10:45-11:00 *Break (Building 9)*
- 11:00-12:00 **Leadership Lessons from Puget Sound Recovery:** NOAA Restoration Center staff will engage the LCDP IX cohort in an interactive discussion of the players (state and federal agencies, tribal governments, local governments, business and environmental groups, and others), issues, challenges, and opportunities leaders face developing and implementing the Puget Sound Action Agenda - the region's shared vision for Puget Sound recovery.
- 12:00-13:15 **LCDP Legacy Lunch:** Local leaders to invite future leaders in their organizations to join the LCDP IX cohort for an informal drop-in brief LCDP-101 and small group discussions over brown-bag lunch. *(Building 9)*
- 1:30-4:30 **NOAA Programs Interactions:** Break into groups to meet and interact with your choice of three of nine programs on campus, learn about their missions, and dive further into leadership topics raised during the Roundtable.
- 5:00-8:00 **Networking and Dinner** with Local NOAA Staff and LCDP Alumni (University Village)

RELEVANT READING:

- Campus Governance
 - [Directive to NEP from VADM Devany](#)
 - [WRC Charter](#)
 - [WRC Site Management Agreement](#)
- [Campus Innovations](#)
- [Puget Sound Recovery](#)

Friday, September 18, 2015

TAYLOR SHELLFISH

DATE: FRIDAY, SEPTEMBER 18, 2015
TIME: 8:00 AM – 3:00 PM PACIFIC
LOCATION: Taylor Shellfish Farms, 2182 Chuckanut Drive, Bow, WA 98232
TEAM LEAD: Sean Hayes, 831.332.4165

DISCUSSION AND LEARNING THEMES:

Small business leadership, Aquaculture, Ocean Acidification, NOAA stakeholder partnerships

SUMMARY:

Bill Dewey, of Taylor Shellfish will lead us in a tour of the Taylor's Samish Bay farm, one of the largest aquaculture facilities in the United States. We will be learning how they are using NOAA's environmental data and information to build a resilient business, how they are facing issues like climate change, and how aquaculture is becoming an ever increasing component ensuring sustainable food security for the United States and the world. Finally, Bill has participated in similar leadership training to LCDP and will share his insights from a successful career with small businesses that work closely with government.

IMPORTANT INFORMATION:

- Bring: small backpack or other bag to carry snack/water bottle extra clothes, etc; sturdy, comfortable close-toed shoes appropriate for hiking; hat; raincoat?; full water bottle; any medications needed or potentially needed; camera (optional) for photos; small notebook and something to write with; snacks (optional); cash or credit card for misc. and to contribute for lunch.
- We will have a first aid kit, sunscreen, and bug spray for communal use, but bring your own if you are picky.
- Attire is casual and ready for the outdoors.
- Lunch will be provided at Taylor Shellfish. We will be reimbursing Taylor for the cost, which will be \$10.

PARTICIPANTS:

- Bill Dewey: Taylor Shellfish lead for media inquiries about shellfish farming, policy and regulation.
- Michael Rust: NMFS NW Fisheries Science Center Science Coordinator for Aquaculture

DETAILED AGENDA:

8:00	Meet to load up on vans at Hotel Deca
8:15-9:45	Van ride to Samish Bay to Taylor Shellfish Farms
9:45-11:45	Two hour tour of Taylor Shellfish operations including boat and walking tour and meeting with Bill Dewey to discuss topics including aquaculture, leadership, and ocean acidification
11:45-1:00	Hosted lunch at Taylor Shellfish
1:15-3:00	Reboard vans and transit back to Seattle

RELEVANT READING:

- Bill participated in the Washington Ag Forestry Leadership Training Program, which has similarities to LCDP: <http://agforestry.org>
- Overview of Taylor shelf fish farming and ocean acidification issues: http://www.nmsfocean.org/files/7.3.Bill_Dewey.pdf
- NMFS introductory video to Bill Dewey: http://www.nmfs.noaa.gov/stories/2012/08/meetbilldewey_two.html

NOAA Ship Ronald H. Brown TOUR

DATE: FRIDAY, SEPTEMBER 18, 2015
TIME: 3:30 PM – 5:00 PM PACIFIC
LOCATION: NOAA Ship Ronald H. Brown, Federal Center South
4735 E Marginal Way S, Seattle, WA 98134
TEAM LEAD: Liz Kretovic, 774.242.4006

DISCUSSION AND LEARNING THEMES:

Getting to know the NOAA fleet, leadership in challenging environments

SUMMARY:

The NOAA Ship Ronald H. Brown is a state-of-the-art oceanographic and atmospheric research platform and the largest vessel in the NOAA fleet. With its highly advanced instruments and sensors, the Ron Brown travels worldwide supporting scientific studies to increase our understanding of the world's oceans and climate. Commissioned on July 19, 1997 in its homeport of Charleston, South Carolina, the Ron Brown has sailed in the Pacific, Atlantic, and Indian Oceans. The ship was named to honor the late Secretary of Commerce, Ronald H. Brown, who was killed in a plane crash on April 3, 1996, while on a trade mission to Bosnia.

IMPORTANT INFORMATION:

- Attire: NOAA ID, Casual with close-toed shoes.

PARTICIPANTS:

- CAPT Robert Kamphaus is the current Commanding Officer on the Ron Brown.
- CDR Liz Kretovic sailed on the Ron Brown for five years.

DETAILED AGENDA:

Ship board tour followed by relevant leadership discussion led by Captain Kamphaus.

RELEVANT READING:

- None.